



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**National Qualification System  
SUPPLY UNIT LEADER (SINGLE TYPE)**

## SUPPLY UNIT LEADER (SINGLE TYPE)

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Supply Unit Leader and initiate position activities at the appropriate time according to the following behaviors.

#### 1a. Behavior: Obtain information relevant to position assignment

| TASK  | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| <b>1.</b> Obtain and review necessary documentation: <ul style="list-style-type: none"> <li>● Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU)</li> <li>● Applicable plans and reports</li> <li>● Directories: phone, notification</li> <li>● Written incident status summary</li> <li>● Authorizations: cell phones, rental vehicles, computers</li> </ul>   | E, F, I |                     |                             |
| <b>2.</b> Receive briefing from Logistics Section Chief, Support Branch Director or outgoing Supply Unit Leader: <ul style="list-style-type: none"> <li>● Meetings and briefings schedule</li> <li>● Situational assessment</li> <li>● Incident objectives</li> <li>● Strategy</li> <li>● Hazards to incident personnel and public</li> <li>● Agencies/jurisdictions involved</li> <li>● Organizational structure</li> <li>● Resources summary</li> <li>● Logistical needs</li> <li>● Ordering procedures</li> <li>● Incident priorities and status: life safety, incident stabilization, property and environment</li> <li>● Timing and scheduling</li> <li>● Expected products</li> </ul> | E, F, I |                     |                             |

#### 1b. Behavior: Establish or determine organizational structure, resource and staffing needs

| TASK   | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| <b>3.</b> Evaluate staffing needs required to manage the unit: <ul style="list-style-type: none"> <li>● Ensure consistency with National Incident Management System (NIMS) organizational structure</li> <li>● Identify training opportunities</li> <li>● Ensure use of established procedures for ordering resources</li> <li>● Request appropriate technical specialists to assist with special incident conditions</li> </ul> | E, F, I |                     |                             |
| <b>4.</b> Utilize unit personnel: <ul style="list-style-type: none"> <li>● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control</li> </ul>  | E, F, I |                     |                             |

#### 1c. Behavior: Ensure readiness for assignment

| TASK   | CODE    | EVALUATION<br>RECORD # | EVALUATOR<br>INITIALS AND<br>DATE |
|--|---------|------------------------|-----------------------------------|
| <b>5.</b> Arrive properly equipped at designated time and location and check in according to agency/organization guidelines: <ul style="list-style-type: none"> <li>● Arrive with go-kit and any additional equipment</li> <li>● Carry out check-in procedures and ensure assigned personnel do the same</li> </ul>  | E, F, I |                        |                                   |
| <b>6.</b> Obtain complete incident and logistical information: <ul style="list-style-type: none"> <li>● Incident name, number, anticipated duration, size, type, responsibilities and expectations</li> <li>● Reporting time and location</li> <li>● Transportation arrangements and travel routes</li> <li>● Contact procedures during travel (telephone/radio)</li> <li>● Expected working conditions</li> <li>● Personal Protective Equipment (PPE)</li> <li>● Security measures</li> <li>● Updated contact information and information links</li> </ul>  | E, F, I |                        |                                   |
| <b>7.</b> Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable: <ul style="list-style-type: none"> <li>● Supplies: <ul style="list-style-type: none"> <li>○ Office supplies appropriate to the function</li> <li>○ Authority Having Jurisdiction (AHJ) identification badge and qualification card</li> </ul> </li> <li>● Reference materials: <ul style="list-style-type: none"> <li>○ Functional guidelines relative to incident type (agency guidance or other functional guidelines)</li> <li>○ AHJ operations guides or other operational guides</li> <li>○ Position manuals</li> </ul> </li> <li>● Forms: <ul style="list-style-type: none"> <li>○ Agency-specific forms appropriate to the function</li> </ul> </li> </ul> | E, F, I |                        |                                   |

## 2. Competency: Communicate effectively

*Description:* Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

### 2a. Behavior: Ensure the exchange of relevant information during briefings

| TASK   | CODE    | EVALUATION<br>RECORD # | EVALUATOR<br>INITIALS AND<br>DATE |
|--|---------|------------------------|-----------------------------------|
| 8. Lead staff briefings and debriefings.   | E, F, I |                        |                                   |
| 9. Prepare for and participate in briefings: <ul style="list-style-type: none"> <li>• Ensure briefings are accurate, timely and include appropriate personnel</li> <li>• Brief external support organizations</li> <li>• Share and evaluate information</li> </ul> | E, F, I |                        |                                   |

### 3. Competency: Lead assigned personnel

*Description:* Influence, lead and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

#### 3a. Behavior: Model leadership values and principles

| TASK  | CODE             | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|------------------|---------------------|-----------------------------|
| <b>10.</b> Create a positive work environment: <ul style="list-style-type: none"> <li>• Communicate leader's intent and guidance</li> <li>• Manage unit and its activities effectively</li> <li>• Proactively assume responsibility for the unit and initiate action</li> </ul>   | E, F, I          |                     |                             |
| <b>11.</b> Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> <li>• Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies</li> </ul>  | E, F, I          |                     |                             |
| <b>12.</b> Exhibit principles of duty, respect and integrity as a leader.   | C, E, F, I, J, T |                     |                             |
| <b>13.</b> Understand and comply with NIMS/Incident Command System (ICS) concepts and principles: <ul style="list-style-type: none"> <li>• Establish and modify an effective organization based on changing incident and resource conditions</li> <li>• Maintain appropriate span of control</li> <li>• Act as a representative of incident leadership</li> </ul> | E, F, I          |                     |                             |

#### 3b. Behavior: Communicate incident priorities and supervise personnel

| TASK   | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| <b>14.</b> Communicate with assigned personnel: <ul style="list-style-type: none"> <li>• Communicate priorities, objectives, strategies and any changes</li> <li>• Inform personnel of their assigned tasks and expectations</li> <li>• Clearly explain conflict resolution procedures and ensure that personnel understand</li> <li>• Ensure that assigned objectives and expectations for the operational period are reasonable and accurate</li> </ul>  | E, F, I |                     |                             |
| <b>15.</b> Ensure debriefings occur and participate as necessary: <ul style="list-style-type: none"> <li>• Ensure incident situation status information is current and complete</li> </ul>   | E, F, I |                     |                             |
| <b>16.</b> Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: <ul style="list-style-type: none"> <li>• Federal, state, local, tribal, territorial and regional relationships, as appropriate</li> <li>• Roles and responsibilities of potential responder agencies</li> <li>• Scope, jurisdiction and authority of potential responder agencies' contingency plans</li> </ul> | E, F, I |                     |                             |

|  |         |  |  |
|--|---------|--|--|
| <b>17. Supervise and hold personnel accountable for executing assigned tasks:</b> <ul style="list-style-type: none"> <li>● Identify and promptly resolve disagreements, issues and misunderstandings</li> <li>● Prioritize work while considering immediate support for incident operations</li> </ul> | E, F, I |  |  |
|--|---------|--|--|

### **3c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel**

| <b>TASK</b>  | <b>CODE</b> | <b>EVALUATION<br/>RECORD #</b> | <b>EVALUATOR<br/>INITIALS AND<br/>DATE</b> |
|--|-------------|--------------------------------|--|
| <b>18. Demonstrate knowledge of and comply with relevant health and safety requirements:</b> <ul style="list-style-type: none"> <li>● Direct and oversee unit operations to ensure compliance with health and safety considerations and guidelines</li> <li>● Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines</li> </ul>   | E, F, I     |                                |  |
| <b>19. Evaluate mental and physical fatigue of assigned personnel:</b> <ul style="list-style-type: none"> <li>● Ensure adequate rest is provided to section personnel</li> </ul>   | E, F, I     |                                |  |
| <b>20. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk:</b> <ul style="list-style-type: none"> <li>● Adjust operations in response to hazards, weather and other relevant events</li> </ul>   | E, F, I     |                                |  |
| <b>21. Report or explain the procedures for reporting unexpected occurrences, such as fire, death, injury, illness, exposure to pathogens or hazardous materials (HAZMAT), accident, political contact or property loss or damage:</b> <ul style="list-style-type: none"> <li>● Ensure report contains nature of event, location, magnitude, personnel involved and initial action taken (such as helicopter picking up injured or an appropriate subsequent action)</li> <li>● Ensure the protection of Personally Identifiable Information (PII) while reporting</li> <li>● Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel</li> </ul> | E, F, I     |                                |  |

### **3d. Behavior: Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities**

| <b>TASK</b>  | <b>CODE</b> | <b>EVALUATION<br/>RECORD #</b> | <b>EVALUATOR<br/>INITIALS AND<br/>DATE</b> |
|--|-------------|--------------------------------|--|
| <b>22. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.</b> | E, F, I, J  |                                |  |
| <b>23. Demonstrate the ability to identify opportunities for universal accessibility.</b>  | E, F, I, J  |                                |  |
| <b>24. Provide equal access, disability accommodations requirements and access and functional needs (AFN) accommodations.</b>          | E, F, I, J  |                                |  |

#### 4. Competency: Conduct operations and ensure completion of assigned tasks

*Description:* Identify, analyze and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

##### 4a. Behavior: Develop and implement plans

| TASK  | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| 25. Approve completed plans:<br><ul style="list-style-type: none"> <li>• Ensure plans are complete, accurate, realistically attainable and relevant to the incident objectives</li> </ul>   | E, F, I |                     |                             |
| 26. Participate in the planning process:<br><ul style="list-style-type: none"> <li>• Prepare for and participate in planning meetings</li> <li>• Assist in the development of plans, as necessary: <ul style="list-style-type: none"> <li>○ Long-range</li> <li>○ Strategic</li> <li>○ Contingency</li> <li>○ Demobilization</li> <li>○ Continuity of Operations Plan (COOP)</li> </ul> </li> </ul>   | E, F, I |                     |                             |
| 27. Review, validate and modify plans:<br><ul style="list-style-type: none"> <li>• Analyze alternate strategies and explain decisions</li> <li>• Validate or revise unit objectives</li> <li>• Review information covering health and safety principles, known hazards and importance of all periods</li> <li>• Validate unit organizational structure</li> <li>• Validate unit resource assignments</li> <li>• Review reserve resources</li> <li>• Evaluate immediate support needs</li> </ul> | E, F, I |                     |                             |

##### 4b. Behavior: Set the unit priorities

| TASK   | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 28. Analyze work assignments and staffing levels to ensure achievement of unit objectives.   | E, F, I |                     |                             |
| 29. Attend and participate in strategy meetings as necessary:<br><ul style="list-style-type: none"> <li>• Assess organizational needs</li> <li>• Identify additional resource needs</li> <li>• Identify critical factors to ensure unit success</li> <li>• Prioritize incident, section and unit objectives</li> </ul> | E, F, I |                     |                             |
| 30. Disseminate priorities and expected completion timelines to staff.   | E, F, I |                     |                             |
| 31. Hold staff accountable for communicated priorities and deadlines.  | E, F, I |                     |                             |

##### 4c. Behavior: Coordinate with all appropriate personnel and stakeholders

| TASK   | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 32. Develop and maintain effective working relationships with entities in the resource supply chain. | E, F, I |                     |                             |

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|---|---------|--|--|
| <b>33.</b> Establish effective relationships and coordinate with incident personnel:<br><ul style="list-style-type: none"> <li>● IMT personnel</li> <li>● Other supporting personnel</li> </ul> | E, F, I |  |  |
| <b>34.</b> Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).  | E, F, I |  |  |

**4d. Behavior: Apply agency policy, contracts and agreements**

| <b>TASK</b>  | <b>CODE</b> | <b>EVALUATION<br/>RECORD #</b> | <b>EVALUATOR<br/>INITIALS AND<br/>DATE</b> |
|--|-------------|--------------------------------|--|
| <b>35.</b> Complete all work according to organization/agency direction, policy and incident objectives:<br><ul style="list-style-type: none"> <li>● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives</li> </ul> | E, F, I     |                                |  |
| <b>36.</b> Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.   | E, F, I     |                                |  |

**4e. Behavior: Ensure documentation is complete**

| <b>TASK</b>   | <b>CODE</b> | <b>EVALUATION<br/>RECORD #</b> | <b>EVALUATOR<br/>INITIALS AND<br/>DATE</b> |
|---|-------------|--------------------------------|--|
| <b>37.</b> Maintain and collect personal records related to incident:<br><ul style="list-style-type: none"> <li>● Time sheets</li> <li>● Rental records</li> <li>● Accident forms</li> <li>● Property records <ul style="list-style-type: none"> <li>○ Equipment time records</li> </ul> </li> <li>● Receipts</li> </ul>                    | E, F, I     |                                |  |
| <b>38.</b> Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs:<br><ul style="list-style-type: none"> <li>● Property loss/damage reports</li> <li>● Agency-required incident reports</li> <li>● Activity log</li> <li>● Changes in strategy and tactics</li> </ul> | E, F, I     |                                |  |
| <b>39.</b> Review documents for accuracy, timeliness and appropriate distribution.  | E, F, I     |                                |  |

**4f. Behavior: Perform the duties of the Supply Unit Leader**

| <b>TASK</b>  | <b>CODE</b> | <b>EVALUATION<br/>RECORD #</b> | <b>EVALUATOR<br/>INITIALS AND<br/>DATE</b> |
|--|-------------|--------------------------------|--|
| <b>40.</b> Determine the types and numbers of resources necessary to support the incident:<br><ul style="list-style-type: none"> <li>● Coordinate with Command and General Staff regarding resource needs</li> </ul> | E, F, I     |                                |  |
| <b>41.</b> Develop, implement and supervise safety requirements for the Supply Unit.   | E, F, I     |                                |  |



|  |         |  |  |
|--|---------|--|--|
| 42. Ensure that personnel return supplies, materials and equipment in a timely manner in coordination with the local ordering center.  | E, F, I |  |  |
| 43. Establish ordering procedures.   | E, F, I |  |  |
| 44. Establish the Supply Unit layout, providing space for receiving, distribution, expansion and shelter, in coordination with the Facilities Unit.  | E, F, I |  |  |
| 45. Set up, supervise and manage unit processes: <ul style="list-style-type: none"> <li>• Order and manage resources</li> <li>• Track the delivery of incident-related resources and supplies</li> <li>• Order tactical and support resources, including personnel and all expendable and nonexpendable supplies required for incident support</li> <li>• Support protocols for coordinating and tracking the resource ordering functions of the Operations Section and the Logistics Section</li> <li>• Assist with forecasting resource needs</li> </ul> | E, F, I |  |  |
| 46. Supervise the ordering function: <ul style="list-style-type: none"> <li>• Ensure that staff implement internal and external ordering procedures</li> <li>• Establish resource ordering system</li> <li>• Track uncommon incident-specific resources and supplies</li> <li>• Identify and order critical/priority items for incident support</li> </ul>   | E, F, I |  |  |
| 47. Supervise the receiving and distribution functions.  | E, F, I |  |  |

**4g. Behavior: Provide logistical support as necessary**

| TASK  | CODE    | EVALUATION<br>RECORD # | EVALUATOR<br>INITIALS AND<br>DATE |
|---|---------|------------------------|-----------------------------------|
| 48. Develop procedures for disposing of expendable supplies and equipment.                        | E, F, I |                        |                                   |
| 49. Develop procedures for disposing of hazardous waste generated by incident support activities. | E, F, I |                        |                                   |
| 50. Develop procedures for servicing reusable equipment.  | E, F, I |                        |                                   |
| 51. Maintain inventory of expendable supplies and equipment.                                      | E, F, I |                        |                                   |

## 5. Competency: Prepare for demobilization/transfer

*Description:* Demobilize position and transfer position duties.

### 5a. Behavior: Transfer position duties while ensuring continuity

| TASK  | CODE             | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|------------------|---------------------|-----------------------------|
| <b>52.</b> Complete all necessary reports and narratives following common writing standards before turnover: <ul style="list-style-type: none"> <li>● Activity log</li> <li>● Shift change</li> <li>● End of operational period</li> <li>● Reassignment</li> <li>● Deactivation/demobilization</li> </ul>   | E, F, I          |                     |                             |
| <b>53.</b> Complete the process for demobilizing position responsibilities: <ul style="list-style-type: none"> <li>● Brief and provide complete and accurate records to relief personnel</li> <li>● Discuss equipment release considerations</li> <li>● Provide information to supervisor to assist with decisions on release priorities</li> <li>● Coordinate with appropriate partners regarding demobilization procedures</li> <li>● Brief personnel on demobilization responsibilities</li> <li>● Ensure personnel demobilize in a timely and complete manner</li> <li>● Emphasize safety and accountability during this phase of operations</li> </ul> | C, E, F, I, J, T |                     |                             |
| <b>54.</b> Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: <ul style="list-style-type: none"> <li>● Inform assigned personnel</li> <li>● Notify incoming personnel when and where transition of positions will occur</li> <li>● Conduct transition effectively</li> <li>● Document follow-up action and submit to agency representative</li> </ul>   | E, F, I          |                     |                             |
| <b>55.</b> Participate in transition or incident closeout: <ul style="list-style-type: none"> <li>● Conduct debriefings with agency administrator(s) as requested</li> <li>● Close out incident as appropriate for the AHJ</li> </ul>   | E, F, I          |                     |                             |

### 5b. Behavior: Plan for demobilization and ensure staff follow demobilization process

| TASK   | CODE    | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| <b>56.</b> Participate in the development, approval and implementation of the demobilization plan: <ul style="list-style-type: none"> <li>● Coordinate with appropriate partners regarding demobilization procedures</li> <li>● Coordinate needs and responsibilities</li> </ul> | E, F, I |                     |                             |